

AN EXPLORATORY ANALYSIS OF PHARMACEUTICAL INDUSTRY'S SALES MANAGER'S PERCEPTION TOWARDS THE PERFORMANCE APPRAISALS

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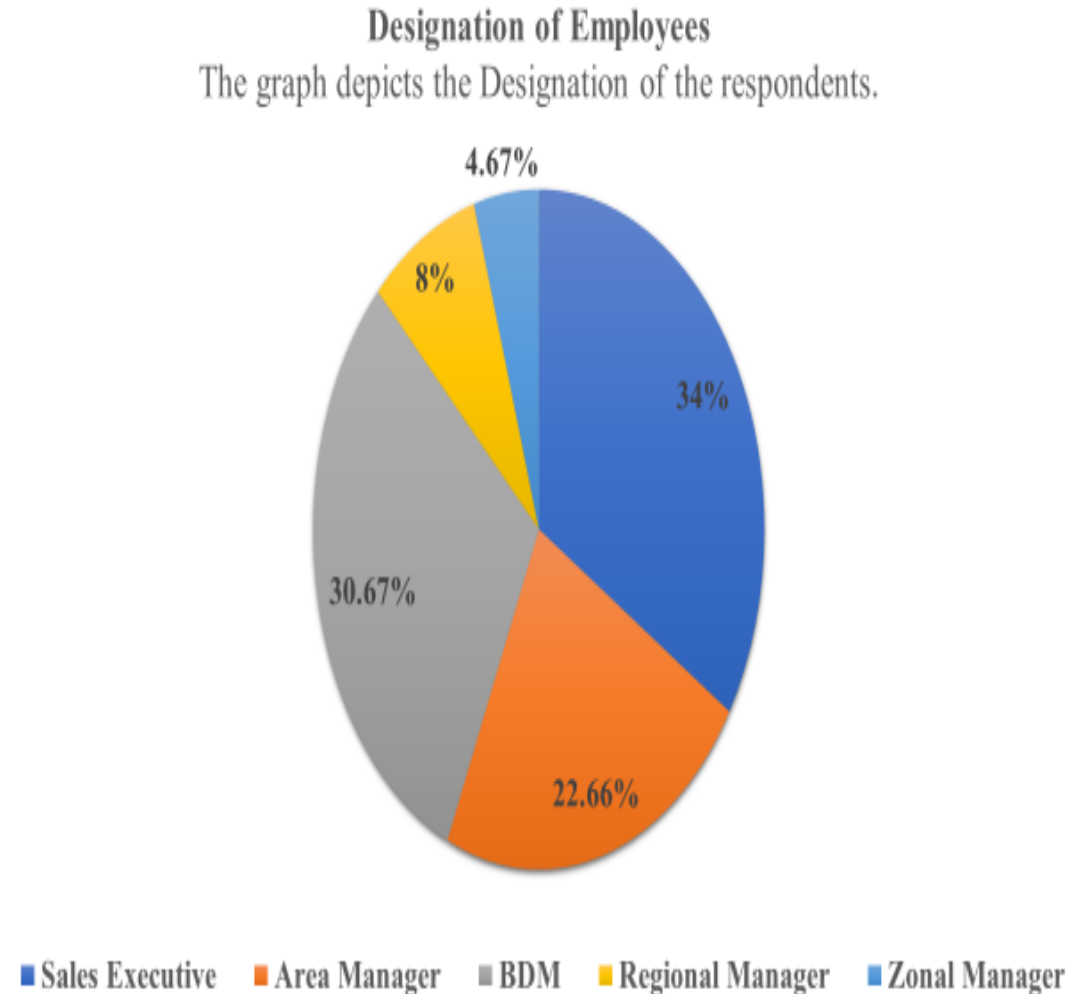
INTRODUCTION

- Performance appraisal has always been a medium for the higher authorities to interact with their subordinates.
- This helps them understand the performance of each employee and can help the system mold according to their requirement.
- The research will explore the extent to which the sales managers perceive their level of comfort with the process, the extent to which the managers find justice in the process, to which the managers find a positive change in their performance and the extent of their satisfaction level with the process

- **Research Objective** To Investigate Sales managers' views towards the exercise of performance appraisals as a valuable endeavor.
- **Study Method**: A cross-sectional sampling method was used for the study conducted through a structured interview with 150 Sales Managers. The sample unit included sales managers.
- **Type of study**: A Quantitative study type was used to carry out the research.
- **Study Location**: The study was conducted near different stockiest in Ahmedabad, Gujarat.
- **Duration of Study**: The study will be conducted from 5th February to 5th May 2018 for a duration of 3 months.
- **Sample Size**: 150 respondents which include Area Sales Managers, Regional Sales Managers, Business Development Managers and Zonal Managers were approached for the study.

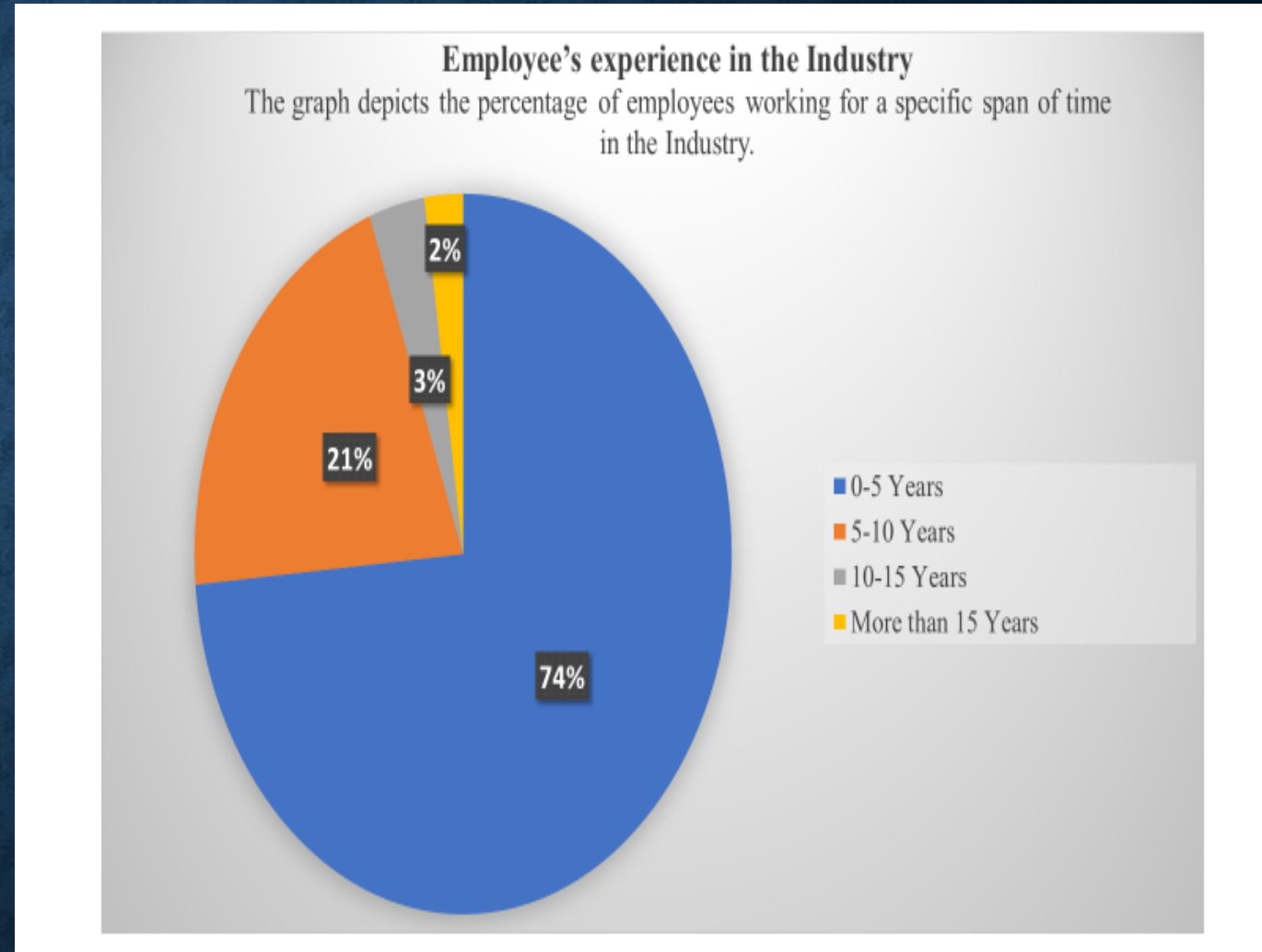
ANALYSIS

- The Author has aimed to analyze the perception of Employees over the Performance Appraisal aspect by choosing 150 respondents from the Pharmaceutical Industry.
- The graph depicts the Designation of every respondent was found that the respondents belonged to five different Designations, which were Sales Executive, Area Manager, Business Development Manager, Regional Manager and Zonal Manager. Sales Executive Managers were 34%, Area Managers were 22.66%, BDM were 30.67%, Regional Managers were 8% and Zonal Managers were 4.67% out of the total respondents.



EXPERIENCE OF EMPLOYEES IN THE PHARMACEUTICAL INDUSTRY

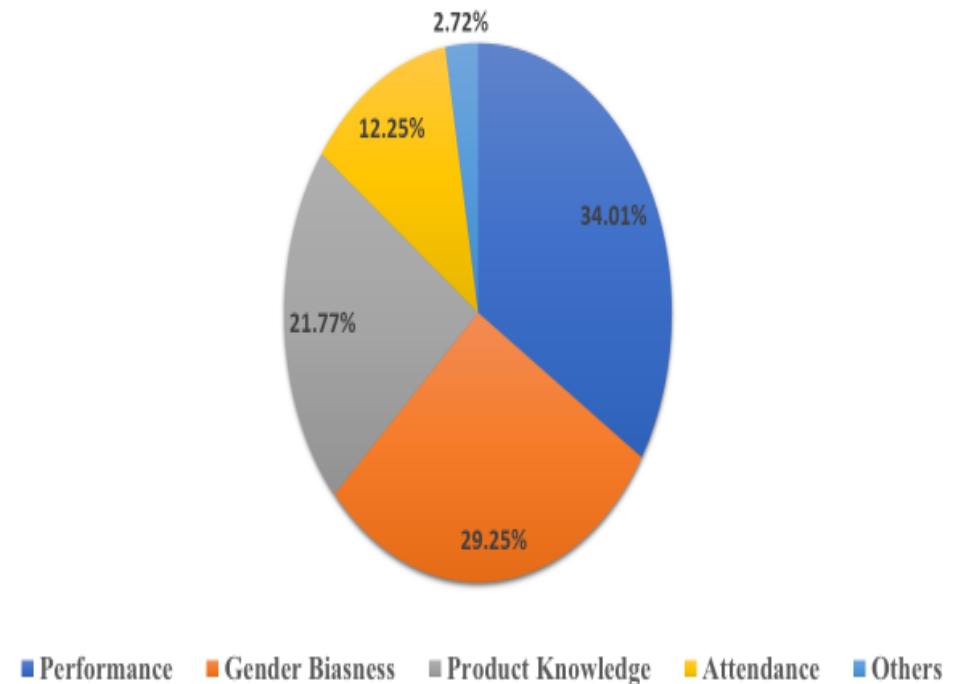
- It was found that, 74% of the respondents had an experience of 0-5 years in the Pharmaceutical Industry. Whereas the least share i.e. 2% of the respondents had an experience of more than 15 years in the industry.
- Followed by which 3% respondents had an experience of 10-15 years and that of 21% respondents had an experience of 5-10 years.
- Majority of the sample size includes the working population having experience of 0-5 years and the least population was of those who had an experience of more than 15 years.



FACTORS AFFECTING PERFORMANCE APPRAISAL

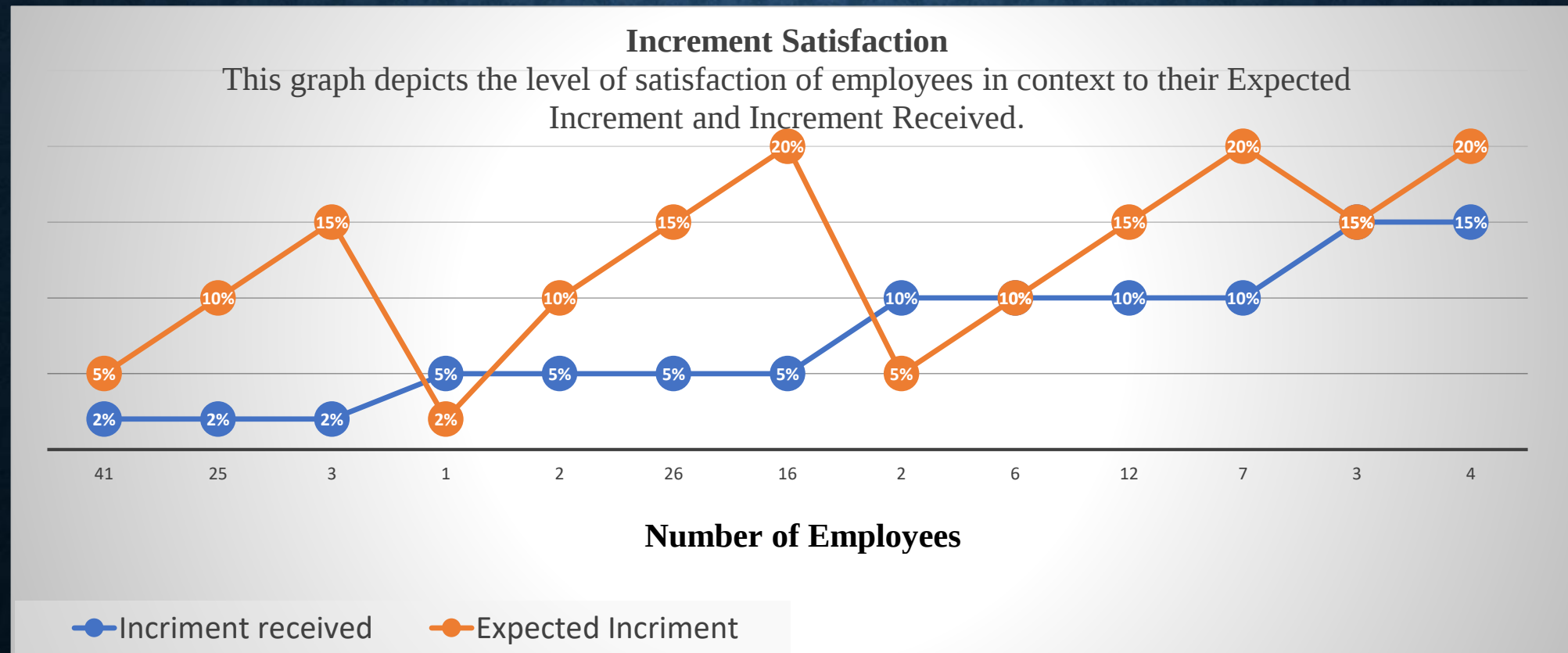
- It was found that 63.2% employees were satisfied, and the remaining 36.73% employees were dissatisfied. The dissatisfied employees expected more out of the performance appraisal system.
- All employees knew the reasons which affected their performance appraisal. This thereby shows that the employees were satisfied to a certain extent by the reasons taken into consideration while preparing their performance appraisals.

Factors affecting Performance Appraisals
The graph depicts the respondent's perception towards the factors affecting their Performance Appraisals



INCREMENT SATISFACTION

- It was found that only 2.04 % employees were satisfied, and the remaining 97.96% employees were dissatisfied with their Increments but 63.2% employees were satisfied, and the remaining 36.73% employees were dissatisfied with the Performance appraisal system.



DESCRIPTIVE ANALYSIS

S.No	Statements	Mean	Std Dev	Skewness	Kurtosis
1	I receive specific and accurate feedback on my past performance.	3.83	0.585	0.0459	-0.2487
2	The Performance Appraisal System helps me identify my areas for development.	4	0.735	-0.30712	-0.3239
3	My leadership and interpersonal skills are developed due to Performance Management System.	3.93	0.799	0.1248	-1.4334
4	I feel more motivated after performance appraisal.	3.29	0.845	0.218613	0.14546
5	It improves the relationship with my manager.	3.67	0.705	0.5069	-8863
6	Performance appraisal is valuable even if I am in good standing.	3.32	0.851	0.1332	0.0421
7	Performance appraisal criteria encourages me to develop job performance priorities	4.03	0.72	-0.0524	-1.0704

- It was found that the employees likely agreed to the fact that they had received a specific and an accurate feedback.
- They also agreed that the performance appraisal helped them identify their areas of improvement and thereby helped them develop their leadership and interpersonal skills.
- The employees showed their neutral perception towards getting motivated after performance appraisal, their relationship with manager after performance appraisal and its value when they are on a good standing.
- They agreed on the fact that performance appraisal encouraged them to develop their job performance priorities.

CONCLUSION

- It is crucial for organizations to be aware of factors that influence managers' perception towards performance appraisal.
- The study showed that the employees had a positive perception towards the accuracy of the feedback they received.
- They also agreed that the Performance appraisal system helped them identify their areas of improvement which there by helped them develop their leadership and Interpersonal skills.
- They showed a neutral feeling towards getting motivated after receiving their Performance Appraisals and getting affected with it even if they were on a good standing.
- The employees were happy with their relationship with the managers after receiving their Performance Appraisal and were also able to build their job priorities accordingly.
- The study also found that majority of the employees were not satisfied with the increment they received.
- The overall result of the study showed that the respondents on a consider performance appraisals as a valuable endeavor.



Thank
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